

~~CONFIDENTIAL~~

ROUTING AND RECORD SHEET

OS REGISTRY

SUBJECT: (Optional)

Improvements in Security Awareness for the
Intelligence Community**FILE***ICA-CP**Secom*

FROM:

Policy Branch/PPG
Office of Security

EXTENSION

NO.

DATE

13 January 1986

TO: (Officer designation, room number, and
building)

DATE

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OFFICER'S
INITIALSCOMMENTS (Number each comment to show from whom
to whom. Draw a line across column after each comment.)

1.

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*13 JAN 1986**13 JAN 1986**L*

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OS REGISTRY
FILE_____~~CONFIDENTIAL~~

13 JAN 1986

MEMORANDUM FOR: Chairman, SECOM

FROM:

Director of Security

SUBJECT: Improvements in Security Awareness for the
Intelligence Community

REFERENCE: SECOM-D-302, dtd 13 Dec 85, page 8,
Same Subject

This memorandum is in response to Chairman SECOM's request for members to provide suggestions for improvements in security awareness for the Intelligence Community. The following suggestions are offered:

- ° This Agency, and the National Security Agency, are contacted by other Community agencies, with regularity, for access to security education material that is not available to them from any other source. The establishment of a central Community security awareness audio/visual center, which would produce and distribute quality material to all Intelligence Community members, should be considered. Because there currently is a decentralized/dispersed approach in the Community to the production/distribution of AV material, Community members do not have uniform access to quality material for their programs. This Center could develop productions around the major awareness themes and construct awareness modules to be used for the creation of tailored presentations.

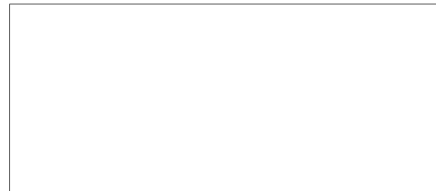
- ° This, obviously, is not possible without the commitment of resources, both people and funds. The President has signed the National Security Decision Directive 197 with specific direction for the Community. This is the time to press forward with a strong security awareness program, a centralized one, for Intelligence Community Agencies.

OS 6-2001

° In the absence of a Community Security Awareness Center, Community agencies should use a more centralized approach on major production items for a better use of personnel and resources. Agencies could share their resources so that more funds and personnel are available for the production of quality material.

° Although SECOM has prepared a listing of audio/visual material available throughout the Community, Community Members should be encouraged to share security awareness material more readily than now seems apparent. A central reference could possibly be established through the Security Education and Awareness Subcommittee so that easy access to material available in the Community can be shared by all.

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:OS/P&M/PPG: [redacted] (13 Jan 86)!

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: 1 - D/S Chrono!
: 1 - PPS Chrono!
: (1) - OS Registry!

BASIC

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25X1 Navy - CAPT Horn said the Navy probably has the most austere SSO system in the Community. He asked for help in getting enough resources. Mr. [] noted that the DCI is concerned about security, and that if there is a need Navy should provide information for use in recommending to the DCI that he raise the matter at an NFIB/NFIC meeting. CAPT Horn discussed the impact on the Navy of security requirements imposed for new collection systems and their products. He said these requirements seem to have been decided without adequate consideration of the impact on personnel and physical security. He commented that much of the emphasis in security is on fixing specific problems, with not enough attention given to weak links in the security systems. He stressed the need for more and better supervisory security reporting, and for better security awareness programs. Mr. [] asked members to contribute ideas on what they see as needed to improve security awareness. []

25X1 ACTION: SECOM members are requested to provide the Chairman by 15 January 1986 their suggestions for improvements in security awareness for the Intelligence Community. []

25X1 CAPT Horn stated his concern about encouragement of travel to Communist countries by such methods as low cost tours. [] noted that it is national policy to encourage travel to the PRC. [] said the Community needs to ensure that SCI-accessed persons are briefed before travel and debriefed afterwards. []

25X1 Treasury - Mr. Holcombe said they have no problem with using polygraph information provided for "lead purposes only." He expressed his appreciation for the SECOM personnel and physical security seminars. He noted that two CIA attorneys had briefed the Secret Service on legal issues involved in using the polygraph. []

25X1 Energy - Mr. Blankenship advised that their new Deputy Assistant Secretary is very committed to security, and that a reorganization of DOE's security element might be in prospect. He said application of the No Contract dissemination marking is a big problem for the Department of Energy, which operates largely with contractor personnel. Mr. Blankenship advised that Energy is considering establishing a polygraph program as part of its human reliability system. He said Energy is quite active in operations security. []

25X1 Justice - Mr. Rubino asked for a briefing on the 4C system and was echoed by [] Mr. Rubino said they found themselves having to certify Justice personnel to other agencies because it appears some agencies don't have 4C terminals or don't participate in the system. [] said Mr. [] Chief Special Security Center, is available to brief on the system. []

25X1 ACTION: The CIA member is requested to arrange for [] to brief SECOM members at their 15 January meeting on the status of the 4C system, with particular regard to the extent of participation in it and the capability of Community agencies to access it. []

Chief, Policy and Plans Group

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Attention:

SECOM Suggestions on Security Awareness

Reference is made to the attached Memorandum of 7 January 1985 in which the Chief, Security Education Group makes five (5) specific suggestions for strengthening security awareness programs in the Intelligence Community

I don't oppose the presentation of these suggestions for discussion purposes, because they were generated with good intentions, but four of them strike me as either unrealistic or impractical, in terms of addressing the core issue. My main support is for recommendation number 4 with respect to a central community security awareness center where, hopefully, the Intelligence Community would get the most "bang for a buck" in developing quality productions. In support of this rationale, I would merely refer you to a recent Inspector General report, retained in the Security Education Group, which indicates that this Agency has had a decentralized/dispersed approach to the production of films, with the result that the entire organization suffers, and various units are operating on a shoestring. For your background information, I would encourage you to peruse the IG report, and the DDCI decision to go with a more centralized approach on major productions and expensive equipment. There might be some comparison to the ITC in terms of technical security.

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makes no reference to resources for security awareness, and I think that this is a key issue - much more important than having the chairman visit the various agencies and press for "mandatory" or uniform programs. I certainly think that there must be support by senior management, but everyone argues that their unit should be higher on the organization chart, as reflected with the safety and EEO programs in the Agency, but that does not solve any problems. The key word is "commitment", and this is best reflected in actual resources. The President has signed the National Security Decision Directive 197, so the message from the top is quite clear, and the SECOM principals should be in a position to carry the ball, but I don't think the Chairman is in a position to dictate a uniform program, and such an effort might prove to be counter-productive. We have at the White house, and I think that this is the time to press forward with a strong security awareness program "appropriate" for the individual agencies in the Intelligence Community.

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Let me cite an example which surfaced just yesterday, as I visited with Commander Paul Thompson, the Security Officer assigned to the National Security Council at the White House. It has been made abundantly clear to Thompson that the vast majority of people assigned to the White House complex have no real sense of security responsibilities, because most of the employees have no experience in this area. He desperately needs a strong hard hitting security awareness package, and he is now looking to CIA for help to present such a program in a somewhat limited period of time - an hour or two. We might help him, but this really is not a CIA responsibility, and I really think SECOM should be doing much more in broad general terms, as opposed to narrow parochial productions by individual agencies. We might try to modify the [redacted] program for a White House audience, but there must be a better way. Even Dave Major was getting his audio/visual support from SEG, rather than a central community source.

It also strikes me that something which might be done immediately is to encourage more automatic sharing of security awareness material. Anything useful that is produced might be disseminated to be used or modified as considered appropriate. I tend to doubt that there is even a central library or listing of what is available within the Intelligence Community. If we produce a good film on technical security, or counterintelligence, or personnel security, there is a tendency to hold it tight within the agency that developed it. Maybe Larry can confirm whether there is a proper degree of sharing, but if there is a weakness in this area, I would push the theme in SECOM deliberations. Let us know what you have.

I have obviously rambled a lot, but I think that we might get better ideas by a discussion with individuals having some experience in this area. such as yourself [redacted] A phone call to Dave Major might also help, because he was trying to get the President to do something in the security awareness area.

CONFIDENTIAL**ROUTING AND RECORD SHEET**

SUBJECT: (Optional)

SECRET

FROM:

Check Secret Education Group

EXTENSION

NO.

DATE

7 January 1986

TO: (Office designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S
INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

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Manen would like to know what you think of these suggestions and if you have anything to add to them.

CONFIDENTIAL

7 January 1986

MEMORANDUM FOR: Chief, Policy and Plans Group

ATTENTION:

FROM: Chief, Security Education Group

SUBJECT: SECOM Suggestions

The following are suggestions for improvements in Security Awareness in the intelligence community:

- ° Have the chairman SECOM visit high ranking officials in the community and stress the importance of Security Awareness programs and enlist their support for these programs. Depending on his assessment of current support he would prioritize his visits accordingly.
- ° Work toward community agreement on recent NSDD 197 on security awareness programs. Have a common definition of mandatory and establish appropriate positive enforcement to insure that they are attended.
- ° Have these mandatory awareness programs several times during the course of a persons career. As an example, here at the Agency a sample cycle could be EOD, end of trial period, end of second reinvestigation period, exit, travel.
- ° Establish a central community Security Awareness AV center which would produce quality AV of all kinds and distribute it to all the members. These productions could be on the main themes in all awareness programs and act as a central module around which a tailored professional presentation could be built. They could be done at different classification levels and ensure a unity of message and quality level in all programs.
- ° Have Security Awareness officers report to senior management as opposed to going through lower level and mid level management.

Should you require additional points for our response please let me know.

C O N F I D E N T I A L